

Engage Kenya

How Kenyan employers used the secret ingredient of sustainable engagement to beat their competition and supercharge performance.



Willis Towers Watson 

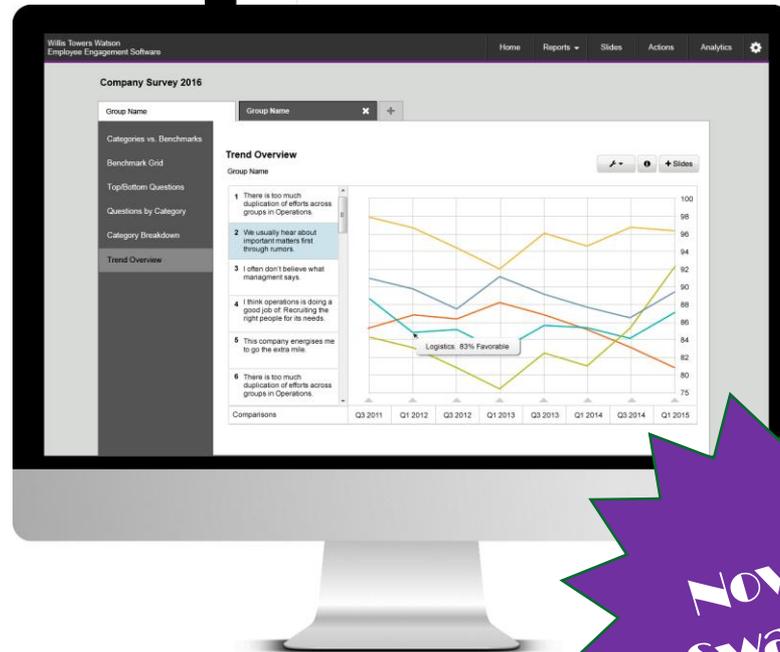
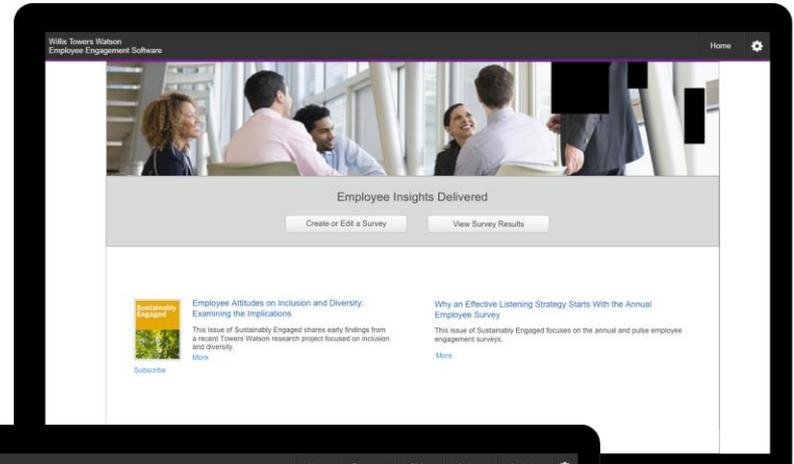


The Concept

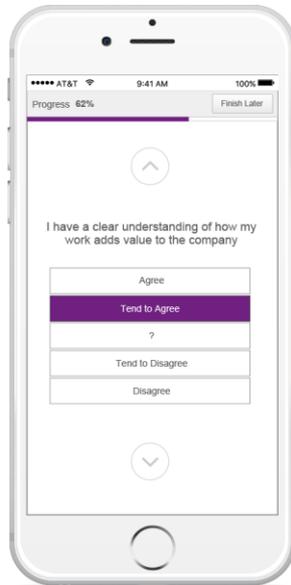
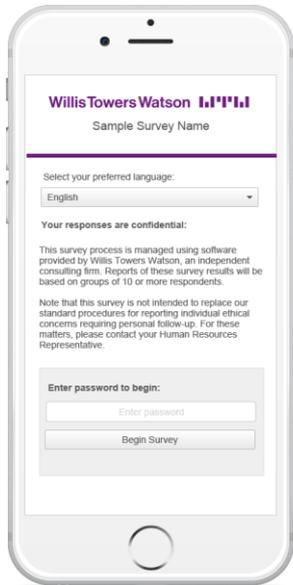
- Sustainable engagement helps businesses perform better.
- GCC, Willis Towers Watson and IHRM are strategic partners to Kenyan business who want to enable that competitiveness and success.
- We are providing every company in Kenya with a world-class engagement survey free of charge (and all TAS attendees from across Africa too).
- By bringing insight from their surveys to the management table, HR leaders will help their organisations maximise the potential of their talent and drive bottom line business growth.

The Platform

Engage Kenya gives organisations access to Willis Towers Watson's world-class Pulse Platform



Now in Swahili!



Engagement Survey – The 17 Get Rights



Leaders



Purpose



Streamline



Participation



Business



Comms



Anonymity



Inclusive



Questions



Scale



Benchmarks



Historical



Results



Pulse



Lifecycles



Performance



Action



DOWNLOAD

1. Get your leaders on board



- This critical step needs to come first.
- If your leadership is not pushing you to uncover engagement insights to drive business performance, you might as well scrap the survey.
- If they don't want that insight, they don't understand what the survey is for.
- If they think the survey is a 'HR thing' they won't back it, apathy will spread and any insights you do glean won't be backed up by action.

2. Get the purpose understood

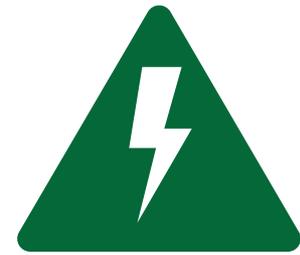


- Draw a clear link between your employee experience and business success, and how business success impacts society and communities.
- Lose tired language like “Your opinion matters!” and “Have your say”; people have heard these and been disappointed before.
- Give it to people straight – you’re really doing the survey to understand if your engagement levels will support business success.
- Creating a winning team is a more powerful than asking for opinions.

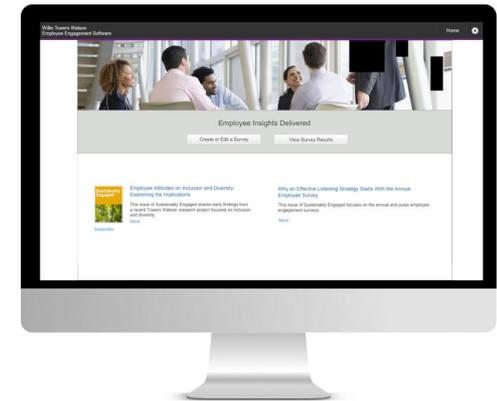
The experts' perspective...

3. Get streamlined

- Survey fatigue is rife.
- You need a questionnaire that can be completed in 10 minutes.
- User experience is key to creating a dialogue that resonates with the digital generation.



Willis Towers Watson's Pulse Platform



4. Get a participation drive



How can we increase response rates for our engagement surveys?

Time to earn your CPD points...

4. Get a participation drive



- Promote participation widely.
- Setting participation goals and rewarding their achievement?
- Getting line management involved in promotion.
- Establishing cross-business teams to pursue participation targets
- Asking marketing or comms to run a campaign.
- Try to cover multiple touchpoints, like meetings, email, work social networks and internal email signatures
- Don't just ping a couple of emails from the HR team and cross your fingers.
- Create a brand around the survey process, focus on change and name well.

5. Get focused on business excellence



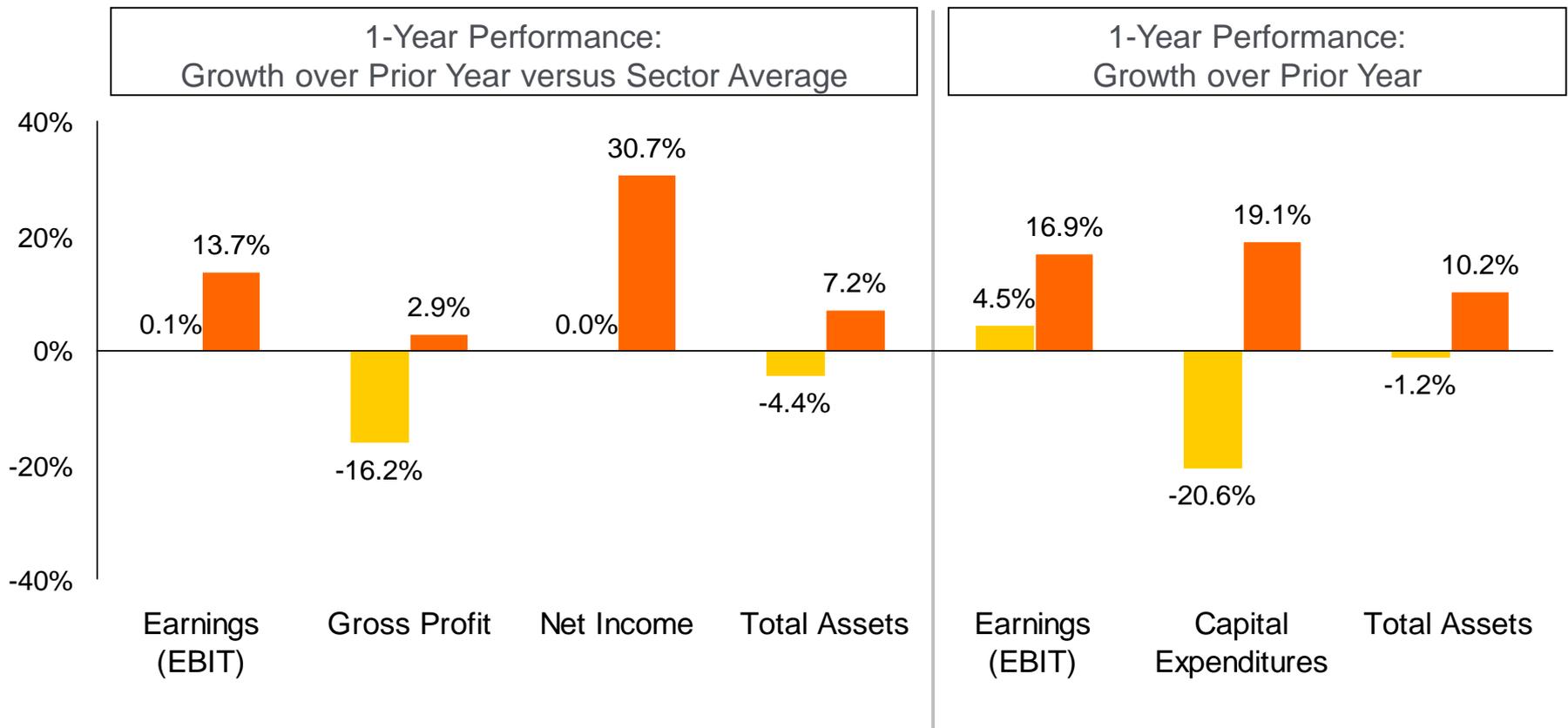
- Great engagement drives great business.
- Engagement experts have identified the areas of employee engagement that correlate to better bottom line business performance.
- Your survey needs to be strategically aligned.
- You need to identify areas that will support performance and review your results in this context.
- Strategic HR professionals can add real value through engagement.

The experts' perspective...

The link between sustainable engagement and business results

- By splitting companies into quartiles based on Sustainable Engagement, the financial performance advantage between top and bottom quartiles is evident

■ Low Sustainable Engagement ■ High Sustainable Engagement



Source: Towers Watson's Global Normative Database: A 12-month study across 41 global companies

6. Get your communications clear



Clarity is a key part of getting responses, so important that we dig into it in its own right.

Time to earn your CPD points...

6. Get your communications clear



You need to be 100% clear on:

- Purpose
- Logistics
- When results can be expected
- What you will do with the results
- How long the survey will take
- How anonymity is protected

Don't leave people wondering, make it easy for them to say “yes” and complete your survey.

7. Get it inclusive



Everyone has to have the opportunity to take part or you will create your very own engagement issue directly.

Time to earn your CPD points...

7. Get it inclusive

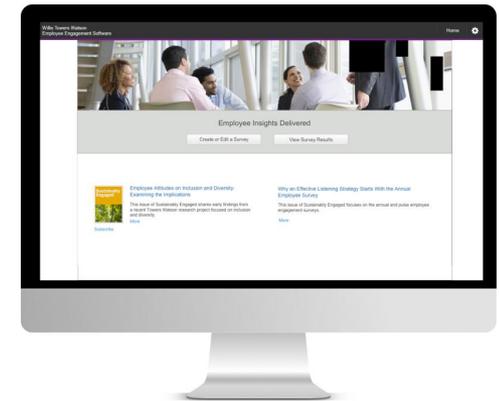


- Don't accept, or worse create, participation barriers in the form of language, technology or location.
- Make your survey as multi-lingual as your team
- Available wherever and whenever your team is able to access it.
- Some companies set aside work time where employees can complete their surveys.
- Even being busy shouldn't be a barrier.

Crispin, tell us the one about the chicken...

8. Get your questions consistent

What you ask is critical, but it's often rushed to get the survey out of the door.



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8. Get your questions consistent



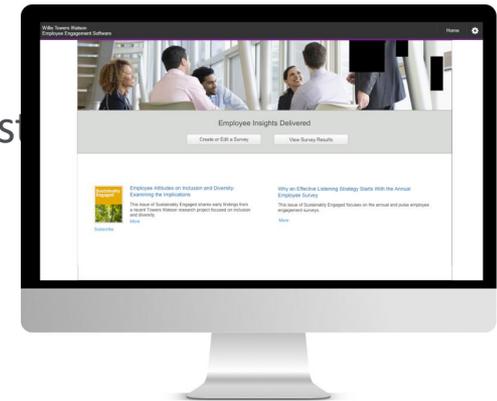
Consistency in a few areas is key:

- First, consistent from survey to survey. You can't assess trends if you keep changing the questions.
- Even minor tweaks to question text, formats and scales can make comparisons impossible.
- Consistency with best-practice is needed too. Do yourself a favour and don't reinvent the wheel!
- And since you never know which provider you'll use for surveys in the future, sticking to global best-practice questions means you can more easily switch, because you're not stuck with untransferable, custom questions which only align to your internal benchmarks.

9. Get the scale, benchmarks and history

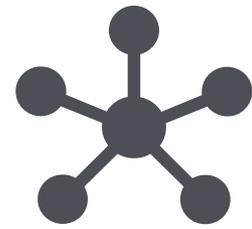


- If you're using five-point scales (strongly disagree to strongly agree, for example), don't include a midpoint.
- In employee research, you need people to be either favourable or unfavourable, and use a "?" only if they don't know.
- Equally, avoid unequal scales, with more positive options than negative ones, or vice versa, as you can't get decent data from those.
- Finally, use a platform that reports your data straight, rather than applying some sort of grading or average score to the result.
- Stick to percentage favourable and unfavourable, or percentage strongly favourable and strongly unfavourable – that's the real-deal data.



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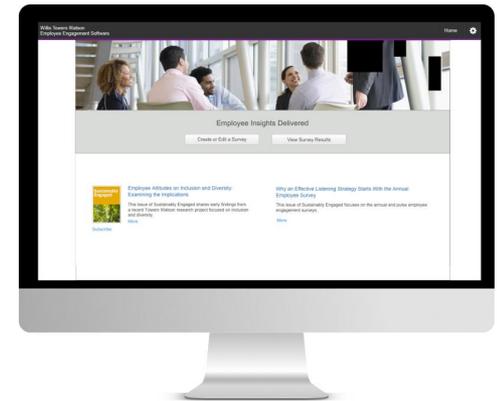
10. Get the results out



Use a platform which lets you access results and reports quickly or live reporting.

You want immediacy from people filling in surveys to people seeing action plans.

Creating that momentum will help people feel positive about the process, and help your survey be a driver of change.



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11. Get a finger on the pulse



- Testing more often is a powerful way to track the impact of initiatives and business conditions on engagement.
- There is a balance to be struck though, so you avoid survey fatigue.
- Some companies opt for longer annual surveys, punctuated by shorter quarterly or monthly pulse surveys to get the best of both.

The experts' perspective...

12. Get aligned to employee lifecycles



- With digital platforms, you can build surveys to align to an employee's lifecycle and experience.
- Create surveys covering onboarding, appraisals, exits and on-the-spot surveys around company initiatives to sit alongside your core engagement surveys.
- You'll have a complete barometer of your employee experience.

The experts' perspective...

13. Get actioning



- Active listening is the only listening worth doing.
- If you survey and fail to communicate results or act on learnings, you will erode the credibility of your surveys, and worse, you'll point your people to the inevitable conclusion that your leadership doesn't care.
- If you can point to clear actions your surveys have led to, buy-in will increase exponentially, and positivity about the business and its leaders will reign.

Time to earn your CPD points...

14?

Get on with it!

It's free to register your interest.

Go to www.talentagendaseries.com/engage-kenya and enter your details.



Willis Towers Watson 



Engage Kenya – What does it look like?



- When you sign up, you'll receive information and coaching on engagement best practice. You aren't committed to the programme without a further confirmation. Participation is 100% free.
- Your organisation will be included in a standardised, best-in-class engagement survey created for East Africa
- You will receive a link to share with employees
- Employees select your organisation and complete the survey
- A report is produced, dissecting your data by demographic groups – this report is yours to keep
- You can opt in to full access for the Pulse Platform, allowing unlimited surveys across multiple purposes, after this survey closes in early 2019. There is no obligation to do so.

Engage Kenya – Timelines



- Launched – today!
- Registration closes – 30th November
- Survey live in the market – December-January
- Reports published – 1 February 2019
- **Fast Track** – an early-adopter group of organisations will be launched as early as September 30. Organisations signing up before this time will be able to access their reports from November 1.